



PATIENT OUTCOMES:

ALL-CAUSE READMISSIONS EXPEDITED REVIEW PROJECT

Tanya Alteras, MPP

Associate Director of the Consumer-Purchaser Disclosure Project

Tanya Alteras is the Associate Director of the Consumer-Purchaser Disclosure Project (CPDP), a project housed at the National Partnership for Women & Families. Ms. Alteras' heads the Disclosure Project's work related to tracking measures as they go through the NQF endorsement process; quality measurement, public reporting, and payment programs related to hospitals, nursing homes, and other health care settings; and quality initiatives related to the Medicaid and CHIP programs. Her work includes issues related to using patient-reported data to populate quality metrics; measuring efficiency, resource use, and appropriate use of care; improving measurement of patient experience to improve outcomes and care coordination; implementation of quality metrics in the Meaningful Use of HIT program; and tracking developments in innovative health care delivery models such as the patient-centered medical home and Accountable Care Organizations. Tanya has a B.A from S.U.N.Y. at Binghamton, and a Master of Public Policy from Georgetown University.

Brent Asplin, MD, MPH

President of Fairview Medical Group

Fairview Medical Group is a multi-specialty group practice with over 500 providers and 44 clinics based in Minneapolis, Minnesota. From 2004 - 2006, Dr. Asplin served on the Institute of Medicine's Committee on the Future of Emergency Care in the U.S. Health System. Dr. Asplin has served on multiple National Quality Forum (NQF) Steering Committees, and has been a speaker at the NQF Annual Meeting. He currently chairs the Quality and Performance Committee for the American College of Emergency Physicians. After receiving his degree from Mayo Medical School, he completed the University of Pittsburgh's Emergency Medicine Residency and the Robert Wood Johnson Clinical Scholars Program at the University of Michigan.

Richard Bankowitz, MD, MBA, FACP

Chief Medical Officer of Premier Inc.

Dr. Bankowitz engages physicians, provides leadership and ensures that Premier continues to deliver value to its clinician constituency. Dr. Bankowitz previously served as VP and medical director for Premier Healthcare Informatics. A board-certified internist and a medical informaticist, Dr. Bankowitz has devoted his career to improving healthcare quality at the national level by promoting rigorous, data-driven approaches to quality improvement. He began his career at the University of Pittsburgh School of Medicine as an assistant professor of



medicine and medical informatics and served as the architect of the University HealthSystem Consortium.

Jim Bellows, PhD

Senior Director of Evaluation and Analytics in Kaiser Permanente's Care Management Institute

Dr. Bellows leads a multidisciplinary staff that develops and produces performance metrics, identifies specific population care practices that contribute to superior performance, studies and supports spread of promising practices, and evaluates the impact of quality improvement initiatives as they mature. His work on readmissions includes developing and implementing readmission metrics across Kaiser Permanente to enable benchmarking, trending, predictive modeling, and identifying practices that help prevent readmissions. Dr. Bellows earned his PhD in health services research and health economics at the University of California at Berkeley.

Jo Ann Brooks, PhD, RN, FAAN, FCCP

Vice President of System Quality and Safety at the Indiana University Health System

Dr. Brooks has served as the vice president of quality and safety for the academic health center for six years. In her primary role, she is responsible for aligning quality and patient safety across the system. This involves working with a variety of internal and external stakeholders. She provides orientation and ongoing education to the Board of Directors regarding quality and safety. In addition, Dr. Brooks is also Incoming Chair of the American College of Chest Physician's National Quality Improvement Committee. Dr. Brooks received her Masters of Science in Nursing at the University of Arizona, and her PhD from Indiana University.

Frank A. Ghinassi, PhD

Vice President, Quality and Performance Improvement at Western Psychiatric Institute and Clinic of UPMC Presbyterian Shadyside

Dr. Ghinassi is an Assistant Professor in the Department of Psychiatry at the University Of Pittsburgh School Of Medicine, serves as a co-investigator on both an NIMH and a Pittsburgh Foundation grant. He has served as the Chief of Adult Psychiatry at Western Psychiatric Institute and Clinic/University of Pittsburgh School of Medicine, as Clinical Director of the Mental Health Division of the May Institute in Boston, and as Director of Mood and Anxiety Partial Hospitalization and Residential Services at McLean Hospital/Harvard Medical School. In 2007, Dr. Ghinassi was the recipient of the Quality Award from the National Association of Psychiatric Health Systems for his leadership on a number of national projects aimed at improving the measurement and delivery of behavioral healthcare. Since 2003 Dr. Ghinassi has served as a Player Development Educator and Evaluator for the NFL and as a psychologist for the Pittsburgh Steelers.



Laurent Glance, MD

Professor and Vice-Chair for Research in the Department of Anesthesiology at the University of Rochester Medical Center

Dr. Glance is a cardiac anesthesiologist who trained at New York-Presbyterian Hospital (Cornell) for residency and Memorial Sloan-Kettering for critical care medicine. He is the past recipient of a Research Career Development Grant (K08 HS11295) from AHRQ, which focused on the optimization of risk-adjustment methodologies for measuring Intensive Care Unit quality. Dr. Glance is currently the PI on a five year AHRQ-funded R01 grant using the National Trauma Databank as a platform to determine whether providing hospitals with trauma report cards will lead to improved population outcomes in trauma. Dr. Glance obtained his MD at Cornell and his undergraduate degree at Dartmouth.

Jeffrey Greenwald, MD, SFHM

Associate Professor of Medicine at the Harvard Medical School

In addition to being an associate professor Dr. Greenwald also serves as a BOOST site mentor. During his 10 years at Boston Medical Center, he became co-investigator on Project RED and then Project BOOST. For BOOST, he served as lead developer of the toolkit and has developed educational materials on teach back. In 2009, he moved to Massachusetts General Hospital and Partners Healthcare where he serves as the physician lead for readmissions. He has also ran a NIH R13 conference on medication reconciliation from which a white paper was published, and was subsequently endorsed by multiple stakeholder organizations. Dr. Greenwald graduated from Harvard Medical School in 1994 and trained in Internal Medicine at Barnes Hospital in St Louis in 1997.

Bruce L. Hall MD, PhD, MBA, FACS

Professor of Surgery, Washington University School of Medicine, St. Louis, MO

Dr. Hall teaches health economics and policy, insurance theory and healthcare management and his research focuses on the evaluation of quality in healthcare. In his corporate role for Barnes-Jewish Corporation (BJC) Healthcare (an NQF Provider Council member), he coordinates several quality evaluation and improvement teams across 13 institutions, and is involved at the highest level in strategic decisions around quality assessment. Nationally he serves as a co-director for the American College of Surgeons National Surgical Quality Improvement Program (ACS-NSQIP), and has served the Joint Commission and on several NQF projects. Dr. Hall received his MD and PhD from the NIH Medical Scientist Training Program at Duke University, Durham, NC, and later obtained an MBA from Harvard Business School.



Leslie Kelly Hall

Senior Vice President, Healthwise

Leslie Kelly Hall has broad experience in health care administration and technology. Her roles have included; vice president of marketing/communications, and CIO. Hall's executive responsibilities included oversight of all HIT, commercial laboratory systems, telecommunications, radiology and cardiology information systems, PACS, telemedicine, tele-radiology, neonatal telemedicine, interoperable physician and patient portals across seven separate organizations and 700,000 patients. Hall was also responsible for all patient outreach, health promotion, patient retention, and wellness programs. An advocate for consumers and patients, Hall joined Healthwise, first as a board of trustee member, then as a product executive and now health policy leader.

Ashish Jha, MD, MPH

Special Advisor for Quality and Safety at the Department of Veterans Affairs

Dr. Jha is also an associate professor of Health Policy and Management at the Harvard School of Public Health, an associate professor of Medicine at Harvard Medical School, and an associate physician at Brigham and Women's Hospital and the VA Boston Healthcare System. Dr. Jha is a practicing general internist with a clinical focus on hospital care. The major themes of his research include: 1) Quality of care provided by health care systems; 2) Health information technology as a tool to improve care; 3) Disparities in care, and the quality of care provided by minority-serving providers; and 4) Hospital governance and its impact on care.

Sherrie H. Kaplan, PhD, MPH

Assistant Vice Chancellor for Healthcare Measurement and Evaluation, Professor of Medicine, University of California, Irvine (UCI), School of Medicine and Executive Co-Director, Center for Health Policy Research, UCI

Dr. Kaplan came to UCI in 2003 from Tufts University School of Medicine and the Harvard School of Public Health. Her work on the application of psychometric techniques to the assessment of performance of varying levels of the healthcare system, from healthcare organizations to individual physicians, has made her a national expert on this controversial topic. Dr. Kaplan received her undergraduate, MPH, MSPH and PhD from UCLA, the latter in a joint program between public health and measurement psychology.

Michael L. Langberg, MD

Senior Vice President and Chief Medical Officer at Cedars-Sinai Medical Center

Dr. Langberg leads system-wide efforts in clinical quality, patient safety, resource management, readmissions management, hospital acquired infections, physician credentialing; executor of medical staff bylaws and related procedures. He serves as the primary physician liaison for Cedars-Sinai's various medical constituencies comprised of 2000 physicians. His operational responsibilities include oversight for the Center for Health Care Ethics and Hospital Epidemiology.



Eliot Lazar, MD, MBA

Senior Vice President and Chief Medical Office of Quality and Patient Safety at New York Presbyterian Hospital

Dr. Lazar has served on numerous regional and national bodies addressing issues including healthcare reform, serious adverse event reporting, readmissions and quality & safety data. He is also the founding program chair of the GNYHA/UHF Clinical Quality Fellows Program. Dr. Lazar's initial research interests included clinical trials in hypertension and coronary disease, healthcare disparities. More recently his scholarly activities have focused on quality issues and health services delivery research. He has served as Principal Investigator or co-PI on numerous funded studies. Dr. Lazar completed residency in Internal Medicine at the Bronx Municipal Hospital Center/Albert Einstein College of Medicine, and then served as Chief Medical Resident. He then entered fellowship training in Cardiology at the Mount Sinai Medical Center in New York. He is Board certified in Internal Medicine, Cardiology, and Geriatrics.

Patricia McDermott, RN

Manager, Clinical Metrics and Operations, Aetna Inc.

Patricia McDermott has been the manager of clinical code sets that drive clinical metrics development and calculations at Aetna for the past 18 years. She led the development of quality indicators to address the performance of the health plan, primary care physicians, ancillary service providers, specialists, and hospitals. The NQF endorsement of national standard measures drove the revision and further development of performance profiling. Her current responsibilities include the ongoing development and application of clinical algorithms to define and support metrics and incorporation of ICD10 codes into clinical logic specifications.

Paula Minton-Foltz RN, MSN

Associate Director of Patient Safety and Quality Operations at Harborview Medical Center

In the past 3 years, Paula Minton-Foltz has been a leader at the UW Medicine level in patient readmissions. She is the executive sponsor of Harborview's IHI STAAR (State Action on Avoidable Readmission) initiative. WA State was one of the original 3 state pilots, and Harborview was in the original facility selection. In that capacity, she partnered with IHI, other members on the initiative, and WA State's Hospital Association to identify at-risk populations and provide a system approach to seamless transitions.

David Polakoff, MD, MSc

Internist and Geriatrician, Chief Medical Officer of MassHealth

Dr. Polakoff leads the Commonwealth's state-wide Patient-Centered Medical Home Initiative, as a key leader in its efforts to reform healthcare payment and delivery. Dr. Polakoff also co-chairs the Expert Panel on Performance Measurement, a subcommittee of the Health Care Quality and Cost Council. In this capacity, he has undertaken work to select an all-cause readmission measure for state-wide public reporting. Prior to MassHealth, he served as Chief Medical Officer of Mariner Health Care and Genesis Health Care, two national geriatric health



services provider systems. Dr. Polakoff has a twenty year career in improving the quality of care for older Americans.

Bruce Pomeranz, MD

Medical Director and Quality Improvement Chair for the Kessler Institute for Rehabilitation

Dr. Pomeranz is also the National Chief Quality Officer for Rehabilitation at Select Medical Corp. Dr. Pomeranz is chair of a project focused on readmissions with attention to changes in patient condition and clinical management for patients at risk for readmissions. He is a Board Certified Psychiatrist and an Associate Professor at UMDNJ-New Jersey Medical School. He serves on the American Medical Rehabilitation Providers Association's Quality Committee and represents the American Academy of Physical Medicine and Rehabilitation on the Joint Commission Long-Term Care/ Assisted Living Professional Technical Advisory Committee.

Mark Schuster, MD, PhD

William Berenberg Professor of Pediatrics at Harvard Medical School and Chief of General Pediatrics and Vice-Chair for Health Policy, Department of Medicine at Children's Hospital Boston

Dr. Schuster has broad expertise in quality of care and measure development. He is PI of the AHRQ/CMS-funded CHB Center of Excellence for Pediatric Quality Measurement, which is developing a pediatric readmission measure for national use. He helped develop the RAND Global Quality Assessment Tool and has developed quality measures in other areas. He also has experience with readmission measurement from a clinical perspective, as a readmission measure is used to track the quality of care provided by the inpatient service covered by his division.

Christie Travis, MSHHA

Chief Executive Officer of Memphis Business Group on Health

Christie Travis has participated in the development and implementation of The Leapfrog Group Annual Hospital Survey measuring hospital clinical outcomes, efficiencies, structure/ process of care; measuring health plan performance re: health status and cost through provider performance measurement and engagement for NBCH's eValue8 Steering Committee/Purchaser Advisory Committee and NCQA's Purchaser Advisory Council; primary care physicians by Co-Chairing the Performance Measurement and Public Reporting Steering Committee for Healthy Memphis Common Table's AF4Q, as well as managing its physician patient experience of care survey and physician practice measure selection; and transitions of care by serving on NTOCC, establishing measures and tools to improve transitions.

Mark V. Williams, MD, FACP, FHM

Professor and Chief of the Division of Hospital Medicine at Northwestern University Feinberg School of Medicine

Dr. Williams is well published with his research focused on quality improvement, care transitions, teamwork and the role of health literacy in the delivery of health care. Currently, he is Principal Investigator for the Society of Hospital Medicine's Project BOOST (Better Outcomes



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for Older adults through Safe Transitions), and the Preventing Readmissions through Effective Partnerships (PREP) initiative in collaboration with the Illinois Hospital Association.